

COMAP REPORT



Web Site: <http://www.comap.state.mo.us/>

August 31, 1998

Special points of interest:

- Show Me Results
- Year 2000 Changes
- Management Classifications
- Temporary Modified Duty Policy
- Performance Management
- Strategic Plans
- Pay Plan
- Deferred Compensation

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Managing for Results

The authors of the Governing magazine survey which will grade the states on five areas which include their "Managing for Results" systems, spoke favorably about Missouri at the recent National Managing for Results Conference in Austin, Texas.

The current Show Me Results are:

Prosperous Missourians

1. Increased number of new jobs created paying greater than \$10/hour.
2. Increased number of dollars of new investment in Missouri firms and farms.
3. Increased productivity of Missouri firms and farms.
4. Decreased percentage of Missourians obtaining public income support at any time during the year.
5. Increased percentage of Missourians with health insurance.
6. Increased percentage of families that spend less than 20% of their income on day care.
7. Increased percentage of Missourians with incomes above 100% of the poverty level.
8. Decreased number of communities with a high concentration of poverty.

Educated Missourians

1. Increased percentage of 18-year-olds with a high school diploma or GED.
2. Increased percentage of individuals age 25 and over completing 14 years of education.
3. Increased percentage of children entering school ready to learn and students who achieve targeted skill levels at various points before graduation.

Healthy Missourians

1. Increased percentage of pregnancies that result in healthy babies.
2. Decreased rate of infectious and chronic diseases.
3. Decreased rate of infant mortality.
4. Decreased pregnancy rate for females under age 18.
5. Increased percentage of Missourians living where air and drinking water meet government standards.

Safe Missourians

1. Decreased number of crimes against persons.
2. Decreased number of crimes against property.
3. Decreased incidence of family violence.
4. Decreased rate of alcohol- and drug-related deaths.

Responsible Government

1. Decreased ratio of state government operating expenditures to Missouri personal income.
2. Increased percentage of minority and female state employees in upper level salary ranges.
3. Increased percentage of state government purchases from minority- and female-owned businesses.



<http://www.comap.state.mo.us/showme>

Automation



Link to more information on Y2K at <http://www.oit.state.mo.us>

Office of Information Technology

A computer is being purchased to test Year 2000 changes. Analysis, conversion, and testing of computer changes are 61% complete, as of the end of July. For more information, see the Internet at www.oit.state.mo.us.

Alignment of Information Technology employee salaries closer to market value is being pursued. Most employees in this field have salaries 20-30% behind the market value.

Data Network Consolidation

IBM has completed a feasibility study for the development of an enterprise network for state government. A bid will be issued in September for the implementation of these services, which will begin in the year 2000.

Efficient Operations

Merit System Improvements

A Classification Advisory Committee is developing a plan for broadbanding management classifications in the executive branch. A progress report with rule changes, job descriptions, and an implementation plan will be sent to the Personnel Advisory Board in September. The target for implementation is July 1, 1999. The broadbanding of management classes will affect about 1200 state em-

ployees, and will provide greater flexibility in salaries.

Council on Efficient Operations

John Althen is the new coordinator for the Council on Efficient Operations in the Lt. Governor's Office.

More information on the Council on Efficient Operations can be found on the Internet at: <http://www.ltgov.state.mo.us/ceo/ceo.html>

Fiscal Policy

Statewide Safety Program

Through the State Safety Steering Committee, many departments have established policy statements, created safety committees where appropriate, and are utilizing loss data to monitor injuries and costs. Currently, the Committee is looking at a Temporary Modified Duty Policy to return employees to early productive work that is important to the recovery of

the worker and allows the employee to remain an active member of the workforce. The Committee is also developing a certified safety training program for employees charged with the responsibility of safety and loss control within the state agencies.



"Unless you try to do something beyond what you have mastered, you will never grow." C.R. Lawton

Management Improvement and Customer Service

Service Quality Improvement

The Excellence in Customer Service Oversight Team continues to provide suggestions for improvements to departments. Feedback includes how to move forward with additional projects, how to select projects, and how to develop a department-wide implementation effort.

Departments have reported early benefits from this concerted focus on understanding and meeting customer expectations. Many of these benefits indicate improvements in overall organizational effective-

ness such as: cost savings; help toward meeting the efficiency and effectiveness strategic plan goal; reduction in paperwork and administrative burden; improved response time; improved public perception, as well as better informed customers; and increased levels of customer satisfaction. Recently, the Department of Corrections' initial Customer Satisfaction Project Team, the Victim Services Notification Unit, received a Governor's Award for Quality and Productivity.

Performance Management

Four pilot groups in Economic Development, Agriculture, Social Services, and



*"Everything starts with the customer."
Jr. Gerstner*

Continued on page 4

Organizational Planning

Strategic Planning

The Governor announced on August 13 that he was forming teams of department directors, called sub-cabinets, to head the interdepartmental planning process around the 5 groups of Show Me Results. These teams will be analyzing baseline data and current approaches, and making recommendations to improve performance to the Governor. The Show Me Results continue to be fine-tuned as research is done and data is

collected for the 23 results.

Departments have submitted their draft departmental strategic plans to the Governor's Office for the third year. After feedback from the Governor's Office, final plans will be due with department budgets on October 1. Plan and budget documents continue to be improved as the state develops a system for high performance through planning and budgeting.

*"A good plan today is better than a perfect plan tomorrow."
George S. Patton*

Workforce

Total Compensation Task Force

The Total Compensation Task Force continues to strive to balance state employee pay and benefits. The Task Force agreed to continue to pursue reaching 95% of market salary in the pay plan. July 1, 1998 was the third year of the market salary plan. The task force is looking now at what should be done if state salaries reach market rate in a couple years.

Members of the task force will again this year travel to seven locations around the state to meet with state employees and give them information, as well as get feedback from them on proposals.

Legislation passed that removed the \$25 a month restriction on the amount that the state could match on deferred compensation. It will be up to the legislative appropriation committee to



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The COMAP REPORT is a publication to keep state government employees and citizens informed. We welcome your comments on how this newsletter can better serve you, our customer. Please contact the COMAP office with your suggestions: Carolyn Kampeter, Project Director, COMAP, 760 Truman Building, P.O. Box 809, Jefferson City, MO 65102, Phone: 573-751-8639 Fax: 573-751-7181.

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Mental Health went through performance management training by the Office of Administration and implemented the new process. Based on their results, other teams are working through this process in these departments. Three additional departments are going through this training, the Office of Administration, Natural Resources, and Labor and Industrial Relations. Revenue and the Department of Transportation have also done training in their departments. Each department is developing their own plan for implementation. The new performance management system focuses on future performance improvement and career development and training plans, as well as communicating performance. This new system eliminates the grade-based evaluation of past performance. The next stage will be adding "360 degree feedback" to the process.

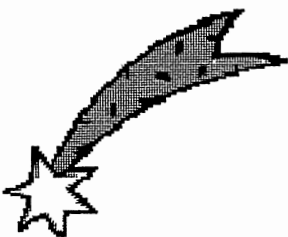
Workforce (Cont.)

decide each year the amount that will be matched.

The Total Compensation Task Force Annual Report will be available on September 1. To request a copy, call Gary Heimericks at (573)751-7961 or Rich Millard at (573)751-7449.

Uniform Statewide Policies

A statewide policy governing solicitation in state-owned buildings, and a statewide policy on outside employment for state employees, are being reviewed by the Oversight Committee. A statewide policy on maternity/adoption leave is being developed. The statewide policies on Tuition Reimbursement, and Professional Dues and Organizational memberships, have been issued by the Governor to the 16 executive departments.



*"The mechanics of
industry is easy. The
real engine is the
people : Their moti-
vation and direction."
Ken Gilbert*